

POLICY GUIDANCE FROM
Mr. Colby & Mr. Coffey

MORI/CDF Pages 2-4, 9-10

DTR-7326

72-75413

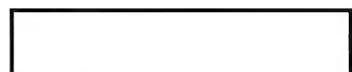
24 March 1972

MEMORANDUM FOR : Deputy Director for Support
SUBJECT : Information Science Center

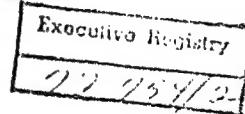
1. OK. I understand that \$100,000 - \$200,000 will have to be reprogrammed to OTR in FY '73. The precise amount and funding arrangements, including source, will have to await future developments, including Congressional approval of our FY 1973 budget.

2. During the interim period until FY '74, I would expect substantial effort to ensure that CIA profits in training content and selection of students from its contribution; this is the interest which stimulated my first remarks in my memorandum of 14 January 1972, para. 2 e, on this subject. Please include reference to this point in your annual training report.

STATINTL



W. E. Colby
Executive Director-Comptroller



DD/S 72-1053

21 MAR 1972

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Information Science Center

1. The attached memorandum to the Deputy Director, Defense Intelligence Agency has been prepared in accordance with understandings reached during and subsequent to the meeting in your office on 14 February.

2. Current indications are that NSA will furnish one faculty member and that DIA will carry one faculty member until next fall when he retires. We now have two DD/S&T employees assigned to the Center as instructors and DD/S&T has agreed to let them remain as now assigned. The Office of Training is providing a case officer who will set up the school and direct it during its formative stages. Until permanent arrangements can be made I will provide for two clerical employees from within the Support Directorate's present contract ceiling. This arrangement should permit us to get started immediately with seven personnel against an established total requirement of eight.

3. We will need no additional FY 72 funds. We project a maximum FY 73 requirement of \$100,000 - \$200,000.

4. After some revision, we expect to continue the existing two basic courses for Agency and Intelligence Community personnel. Development of a new course concerned with Indications and Warnings should start soon after our takeover of the facilities. Following this we will examine internal CIA requirements looking toward development of a CIA training capability in FY 74 on CIA property for Agency students and possibly for a few other Intelligence Community students.

5. DIA is to continue to provide the required physical facilities including space, operating equipment, and security and maintenance services. DIA is expected to bear the indirect support costs of approximately \$54,000 during FY 73.

6. I recommend your signature on the attached letter to General Philpott.

Is/ John W. Coffey
John W. Coffey
Deputy Director
for Support

Attachment

Originator: A-DTR (14 Mar 72)

Rewritten: DD/S/PS [redacted] pbt (17 Mar 72)

Rewritten: DD/S:JWC:lbc (17 Mar 72)

Distribution:

O - Addressee w/att

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DD/S 72:1054 - Memo for Lt. Gen. J. M. Philpott, Dep. Dir, DIA from
ExDir-Compt subj: Information Science Center dtd _____

DTR-72172

14 February 1972

MEMORANDUM FOR THE RECORD

SUBJECT: Information Science Center

1. At a meeting today the consensus was that it is important that the assets of the Information Science Center be retained. CIA certainly has an interest in continued utilization of these assets to train our own people in various subjects. In addition, it might be feasible to accept students from other agencies in a community effort. However, it was believed that any course for extensive CIA utilization should be under CIA management, as otherwise there would be a poor showing of students. It was thus agreed in principle that something less than \$100,000 a year could be justified for this purpose. The necessary personnel spaces will have to be identified, as well as their source. The Director of Training undertook the responsibility for producing a firm recommendation along this line for presentation to DIA that CIA assume continuing management of the Center.

2. At the same time, the Executive Director requested that we in CIA develop a clear concept of the types of courses and students we believe necessary for CIA. This should obviously be integrated into our plans for the ongoing use of the Center.

WEC

W. E. Colby
Executive Director-Comptroller

WEC:bjp

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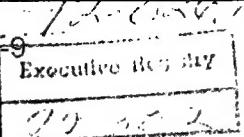
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DTR-7110

80 JAN 1972

MEMORANDUM FOR: Director of Training

THROUGH : Deputy Director for Support

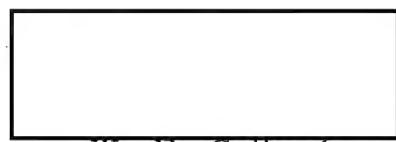
SUBJECT : Information Science Training

REFERENCE : Memo to ExDir from DTR dtd 19 Nov 71,
Subj: The Information Science Center

1. Thank you for this explanation of the Defense Intelligence School's Information Science Center. I must confess that I am more concerned than relieved by its substance. If information science is worth studying in a classified Intelligence Community environment-- and in certain limited cases it may be--the twenty-odd CIA students represented here, from a rather heterogeneous set of parent offices, will not make much of an impact on information handling within the Agency. My question is really whether this task can satisfactorily be delegated to the Defense Intelligence School or whether we should ensure that we are covering what is needed for our personnel within our regular courses. I do not suggest the establishment of separate information science courses, but rather the integration of what we feel is needed in our normal basic, midcareer, and advanced course tracks.

2. We have discussed a number of other thoughts recently along the lines of integrating our training and personnel development, so I propose that you consider this element within that context rather than as a separate subject.

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W. E. Colby
Executive Director-Comptroller

Attachment
Reference

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FILE Training

72-7011

DD/3 22-2197

14 January 1972

MEMORANDUM FOR: Director of Training

THROUGH : Deputy Director for Support *Jul*

SUBJECT : Management Training *18 JAN 1972*

1. Thank you for this truly excellent survey of our management training. I believe the discussion during our January 11th meeting launched us in a direction responding not only to this report but to the one from the Director of Personnel on executive development and your own on the Senior Seminar. I suggest we include all three of these in the consideration you are giving to more thorough integration of our training and personnel development efforts pursuant to that conversation.

2. Meanwhile, may I offer a few specific comments on some of the points raised in the attached.

a. We have indeed exposed a lot of our officers to management training, as indicated by Attachment B. However, I am somewhat concerned at the disproportionate use these courses have had among the various directorates. As we discussed, could we better integrate our management training into a standard track of courses so that it becomes an element of institutional development of managers rather than a separate course which attracts and trains people more or less independently of their responsibilities and careers. In other words, don't we need fewer courses rather than more, focused more clearly at a particular level of career development?

b. We need some conscious exposure to leadership principles and techniques, as well as to management control mechanics (including but by no means limited to ADP), and the very good work you have developed on management planning.

c. I thoroughly agree with your conclusion that we do better to train our own managers than try to squeeze them into business-oriented courses.

d. I would be an interested recipient of the views of participants in the Managerial Grid, particularly the feedback you get from people about management problems in the Agency.

e. At the bottom of page 5, a fact: Since we have sent all of about twenty people to the DIA Center, I hardly think this satisfies our requirements of training in information science. We obviously have a problem of increasing our comprehension of this "language" among our personnel. I would be interested in your views on how this might be done.

3. With respect to the future:

a. Management Emphasis: Agree, but exhortations once a month are not apt to be of much more value than those once a year. As we discussed, I think we need some sanctions to ensure the exposure of the people who need it to management training.

b. More courses: Here I doubt it. Rather than a wider variety of courses, as indicated above I believe we need to integrate management more into our regular educational track as inherent elements of the courses they automatically take.

c. Senior officers: Amen. I would like to see some thoughts on a short special seminar for some of our most senior officers, including some exposure to concepts and a great deal of discussion on how they can use some of the management tools we have available and how we expect them to do so.

4. When you finish your review of this subject, I would be most interested in further discussions.

STATINTL

[Redacted]
W. E. Colby
Executive Director-Comptroller

Attachments:

Memo dtd 3 January 1972 to ExDir from DTR,
"Management Training"
Management Training Charts